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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/ 2019

BTQ3094 TQM FOR MANAGERS
(All sections / Groups)

9 MARCH 2019
2.30 p.m. - 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 3 pages, excluding the cover page.
2. Answer **ALL** questions. All questions carry equal marks.
3. Answers should be written in the Answer Booklet provided.
4. The students are allowed to use non-programmable calculator

Answer ALL questions. All questions carry equal marks.

(5 x 20 = 100 marks)

Question 1

- a. Discuss how either good or poor quality affects you personally as a consumer. For instance, describe experiences in which your expectations were met, exceeded or not met when you purchased goods or services. Did your experience change your regard for the organisation and/or its product? How? (10 marks)
- b. All the three processes in Juran's Quality Trilogy are interlinked and will affect one another in due course of the journey. Thus the processes are corrected individually and streamlined to help each other in Quality Management journey, the end objective. What are the three (3) processes in Juran's quality trilogy? Discuss them with an example. (10 marks)

Question 2

- a. One national home improvement store trained employees to "make a customer, not a sale". For instance, if a customer tried to buy small item such as bolt that did not have a barcode or one that was unreadable, employees would let the customer have it for free rather than make the customer wait for a price check and then write down the product on a log sheet. How does such philosophy support customer focus theme? (10 marks)
- b. How is the process control generally implemented in manufacturing and in services? Describe the similarities and differences. (10 marks)

Question 3

- a. Ritz-Carlton's Hallmarks of the program include participatory executive leadership, thorough information gathering, coordinated planning execution and a trained workforce that is empowered to satisfy customers. Quality planning begins with the president, the CEO and the 13 senior executives who make up the corporate steering committee. This group, which doubles as the senior quality management team, meets weekly to review the quality of products and services, satisfaction, market growth and development, organisational indicators, profits and competitive status. Each year executives devote about one-quarter of their time to quality-related matters.

Continued..

Discuss the initiatives Ritz-Carlton is following to improve the quality of service to their external customers.

(10 marks)

b. What are the pros and cons for a firm that is considering pursuing ISO14000 certification? If you were the CEO of a manufacturing firm, would you pursue ISO14000? Why or why not?

(10 marks)

Question 4

a. Imagine yourself in the role of CEO of a large furniture manufacturing wishing to expand globally. Briefly describe how would you set up a benchmarking program. Include in your description an analysis of how you would determine 'what' to benchmark and how would you determine 'whom' to benchmark against.

(10 marks)

b. What is a service blueprint? How is a service blueprint developed?

(10 marks)

Question 5

a. Quality is central to our work and the value we deliver to our customers. From the ImmunoSite Technologies, LLC (IST) management team to every employee and partner, a common and essential shared value is a commitment to Quality is Central providing the best quality management system and training to maintain the highest quality products and services. At IST quality is a must, a pre-requisite for success. Ours is a business of precision and accuracy, reproducibility and specificity, timeliness and trust. These are our real products and services. These are what set IST apart from other contract research and particle characterisation companies. These are what our clients require, demand and expect ... and what IST delivers.

To earn your business, the IST professionals are committed to continuous improvement through innovation and strong quality leadership. We consistently strive for, audit for and achieve high quality and customer satisfaction through performance excellence. The IST management team is committed to providing the company with a focus on quality, with a well-defined quality system, and with the best tools possible to achieve it. IST applies its most important resources, their employees, to understand and continuously improve our processes.

Why is commitment an important variable in quality improvement initiatives?

(10 marks)

Continued..

b. The Canine Gourmet Company produces delicious dog treats for canines with discriminating tastes. Management wants the box-filling line to be set so that the process average weight per packet is 45 grams. To make sure that the process is in control an inspector at the end of the filling line periodically selects a random box of 10 packets and weights each packet. When the process is in control the range in the weight of each sample has averaged 6 grams.

- i. Design an R and x chart for this process.
- ii. The results from the last five samples of 10 packets are

Sample	X bar	R
1	44	9
2	40	2
3	46	5
4	39	8
5	48	3

Is the process in control? Explain. (Hint $A_2 = 0.308$, $D_3 = 0.223$, $D_4 = 1.777$)
(10 marks)

END OF PAPER

